



**ENERGY AND ENVIRONMENT TRAINING PROGRAM**  
**SENIOR MANAGEMENT TRAINING FOR THE BANGLADESH POWER**  
**DEVELOPMENT BOARD (BPDB)**

**Contract No. LAG-I-00-98-00011-00, Task Order Five**

**TRIP AND TRAINING REPORT FOR**  
**FIRST TRAINING COURSE**

May 30, 2000

Submitted to:

U.S. Agency for International Development

Submitted by:

Academy for Educational Development

The US Agency for International Development (USAID) has contracted with the Academy for Educational Development (AED) to deliver five training sessions in Bangladesh to the Bangladesh Power Development Board (BPDB) during a twelve-month period from March 2000 through February 2001. The purpose of the training sessions is to strengthen the leadership skills of the BPDB's senior and middle management and to prepare them to lead the organization into the future.

The first training session was delivered to Senior Officers of the BPDB in Kaptei, Bangladesh during April 17 through May 3, 2000. This trip and training report reviews the overall training session, highlighting the course content, the participants and logistical issues associated with implementing the first training session.

## **1. Training Overview**

This initial 15-day training course began April 17 and ended May 3. The course was held at the Engineering Academy in Kaptai, Bangladesh, about a one-hour drive from Chittagong. Kaptei is a remote location at the site of a major hydro plant.

Four trainers led the course: Mr. Glenn Stagg (Team Leader), Mr. Daud Beg, Mr. Dow Seegmiller and Dr. Jim Guy. Twenty-one senior officers of the BPDB attended the course. A list of participants is presented in Appendix A.

Overall, the trainers believe that the course was a success. The cooperation of the twenty-one senior officers in the course was outstanding. Despite some frustrations, described in this report, the senior officers of the BPDB were enthusiastic and responded well to the topics and instructors. They exhibited a good understanding of the objectives of the course and were prepared to begin implementation of new procedures and policies at their individual job site locations. The participants often expressed that the need for the course was overdue and that it will contribute to better job performance. They also reported that the course would have been of great value earlier in their careers.

Both trainers and trainees faced logistical difficulties that are addressed later in the report.

### **1.1 Course Objectives**

The prime objective of the training course was to strengthen the leadership skills of the senior and middle managers of the BPDB to enable them to lead the organization into the future. At the completion the participants should be able to:

- (1) Apply the skills learned to create a more open and participatory environment within the BPDB;
- (2) demonstrate improved leadership and management skills with special emphasis on internal human resource issues, financial matters and the role of employees in revitalizing the BPDB; and
- (3) Assist the BPDB to become more competitive in the ensuing open energy market.

The training materials were designed for participants to explore: the changing energy environment, both in Bangladesh and globally; environmental issues; management issues; human resource development issues; and training and development programs.

## **1.2 Course Schedule and Curriculum**

The course contained 60 sessions on the following subjects:

- (1) Privatization, Restructuring, Structural Reform and the Role of the Government
- (2) Power System Planning and Comparative Experience
- (3) Finance and Accounting
- (4) Electricity Pricing and Tariffs
- (5) Power System Regulation
- (6) IPP Policy in Bangladesh
- (7) System Losses and Transmission Practices and Policies
- (8) HRD and Resistance to Organizational Changes
- (9) HRD Components-Recruitment-Job Descriptions-Action Planning
- (10) Training and Development-Performance Appraisal
- (11) Training Programs-Planning Training Flow Charts
- (12) Corporate Organizational Design and Development
- (13) Leadership
- (14) Quality Control

A package of the materials presented to the course participants will be delivered to USAID following this report.

A summary of the subjects covered by each trainer is included in Appendix B.

## **2. General Trip Report**

The trainers arrived in Dhaka on April 15 and 16. The trainers met with Mr. Bruce McMullen and Mr. Mohamed Kamaruzzaman of USAID in Dhaka to review the logistics of the training program. The trainers noted that a meeting in Dhaka with the BPDB would have been valuable before the start of the course. The team then travelled by air to Chittagong and on to Kaptai by road.

The training course began on Monday, April 17 with an inauguration ceremony led by Mr. Rahmatullah Bari of the BPDB and attended by Mr. McMullen. The first training session began that Monday afternoon and training continued over the next 16 days.

The first and second weeks included emergency trips to Chittagong to photocopy course materials. While the BPDB had installed a new copier at Kaptai prior to the beginning of the course, it was not designed to handle large copy jobs, like copying the course materials. The BPDB staff in Chittagong was very helpful in arranging for photocopying and other necessities. However, in the future, course materials will be copied in the United States and sent with the trainers in notebooks to the training site.

All four trainers were expected to remain for the duration of the course. Mr. Beg, however, had to leave early because of a dental emergency and Dr. Guy left early because the training center lacked adequate communications for him to reach his office and family. Mr. Beg remained in Bangladesh, later meeting with USAID and the BPDB. Dr. Guy finished teaching his sessions on April 19 and left Kaptai at that time, returning to the U.S. on April 20.

The training course ended on Wednesday, May 4 with a formal closing ceremony. The BPDB's Chairman addressed the trainees, their wives and family members and presented training certificates to the trainees. In his address, the Chairman spoke of the need for the managers to provide the leadership necessary to meet the BPDB's long-term requirements. It was encouraging to hear him state what he considered to be the goals of the training course and to confirm that they match what the trainers understood to be the goals.

During dinner the evening before the closing ceremony, the trainers had the opportunity to speak with the Chairman who indicated his disappointment that there had been no opportunity for them to meet prior to the start of the course. It was agreed that prior to the start of the next course in August, the trainers would first meet with the Chairman in Dhaka.

On May 3, Mr. Beg met with Mr. McMullen and Mr. Kamaruzzaman at the USAID office in Dhaka. A second meeting on May 4 followed this meeting, also attended by Mr. Stagg and Mr. Seegmiller. A final wrap-up meeting was held on May 5 with USAID and representatives from the BPDB including Messrs. Abdul Hye, Shonhidul Islam, and Shofiqur Rahman.

The three remaining trainers left Dhaka on May 5, arriving in the United States on May 6.

### **3. Training Evaluation**

At the end of the training session, attendees completed a course evaluation. The evaluation was designed to provide feedback to the trainers about the applicability of the subject matter presented, and to appraise the course procedures, adequacy of the training facilities, course methods and instructors.

Nineteen participants out of the class of twenty-one were available to complete the evaluation. A summary of evaluation responses is discussed below and included in Appendix C. Comments from the trainers also are included in this discussion.

#### **3.1 Course Evaluations**

##### **3.1.1. Subjects**

Overall, it appeared that the content of the course met the goals of the training program. Participant responses were generally positive, and most of the participants indicated that they found the course to be very useful and directly related to their work. The trainers, USAID and the BPDB agreed that the course content was generally on target except for some minor additions that the trainers suggested be incorporated in the next training course.

The trainees were asked to rate each subject in accordance with importance to them and their job. The trainees overwhelmingly sited Leadership (Subject 13) as being very important. This was followed by the subjects related to Human Resources Development (Subjects 8-11), Financing and Accounting (Subject 3) along with Corporate Organizational Design and Development (Subject 12).

The trainees were asked if the material for each subject should be expanded, reduced or eliminated. They overwhelmingly sited Leadership as a subject that should be expanded. They appeared to be generally satisfied with the materials presented for the other subjects.

The trainees suggested a number of new subjects that they felt should be integrated into the training course. These included:

- (1) System Protection, Metering and System Monitoring – This subject was cited by 8 trainees. It is a rather complicated subject and, if it is added, will require a significant amount of time. Other subjects would need to be shortened or dropped.
- (2) Load Management – This subject was cited 6 times.
- (3) Project Management – This subject was cited 6 times.

The latter two topics could be included fairly easily, but they would have to be added at the cost of existing topics.

Other new courses that were suggested for the future included:

- (1) Basic Economic Theory
- (2) Labor Laws
- (3) Environmental Impact

These new courses were cited only once.

It was recognized that the training course provided the trainees with a rare opportunity to interact with each other and to learn from each other's problems and solutions. Participants indicated that the opportunity to discuss these areas with each other was beneficial.

### 3.1.2. Training Materials

A majority of the trainees considered the training materials, namely the lecture notes, unsatisfactory (9) or poor (4). As has already been discussed with USAID, the primary issue here was insufficient time for the trainers and AED to collate, reproduce and bind all the material for distribution to the trainees before the course started. Much of the reproduction was not done until the trainers reached the educational center. The reproduction was further delayed since the copier was new and the proper size paper was not available. Any reproduction that was undertaken required the paper to be fed manually. In order to provide lecture notes, most of the reproduction was done in Chittagong. The trainees did finally receive all the lecture notes. The trainers recognize that steps must be taken to ensure that all materials are available to the

attendees at the start of the course. Pre-preparation of course materials now in progress will be a major improvement in the logistics.

It should be noted that the composition of the groups will vary and therefore a degree of flexibility with materials and teaching is necessary to adjust to different participant needs. Reproducing materials on-site cannot be avoided. If the BPDB wants to develop the Kaptai Center into its primary training facility, it may want to consider obtaining a copier that can handle large reproduction jobs (including the ability to automatically feed and collate documents).

Expanding the lecture notes and binding them for distribution at the start of the course, as described above, is a major recommendation made by the trainees. Incorporating additional materials such as magazine articles and video displays was also mentioned.

Upon arrival in Kaptai, the trainers learned that the trainees expected to receive bags in which to carry training materials, as is the practice in Bangladesh. The trainers were able to obtain bags in Chittagong. The team recognizes the need to have these supplies available before the start of the next training course and is taking steps to make them available at the beginning of the next course in August.

#### 3.1.3. Length

In response to a questions related to the length of the course, 10 of the 19 respondents recommended shortening the course. A ten-day course was the most popular suggestion. However, decreasing the course to ten days would significantly reduce the amount of material presented. The trainers met with the BPDB and USAID and agreed to reduce the next course to 12 days, or two full working weeks.

### **3.2. Trainer Evaluation**

Comments from trainees included:

- Some presentations were not very enthusiastic or interesting.
- Trainers need to make better eye contact with the trainees and spend less time looking at the floor.
- Trainees had difficulty understanding some of the trainers because of soft presentation styles and accents.
- Trainees appreciated the efforts of some trainers to make their presentations lively and humorous. However, trainers should avoid using slang, too much humor and “low” humor that may be deemed as inappropriate for the seniority of the trainees.
- Some presentations could benefit from more handouts, which could help trainees better understand less familiar subjects.
- The HRD information could benefit from more illustrative handouts.
- It was suggested that the trainers should visit the BPDB’s generation, transmission and distribution units before teaching the next course so they are more familiar with the specific environment and culture.

### **3.3 Facilities Evaluation**

Seventeen of the nineteen evaluation respondents rated the facilities as satisfactory and two rated them as excellent. However, the trainers, and many trainees, believe that a number of actions need to be taken to improve the facility.

#### **3.3.1. Lodging**

There are a number of acceptable rooms for guests in the building house with the main dining room. These are reserved for special guests. There is another group of VIP guestrooms on the other end of the hydro dam. Approximately one-third of the trainees stayed in those rooms.

In addition, there is a compound within walking distance of the main dining hall that has twenty or more rooms and a small dining hall. Several trainees stayed in these rooms along with the trainers. These latter rooms are very basic, consisting of a single bed, desk, chair, lamp and cabinet for storing clothes. They were air-conditioned and had showers, but there was no hot water. The occupants were responsible for washing their own bedding and towels.

If Kaptai is to become the main educational center, a number of improvements in the living quarters would be desirable to enhance the surroundings of the trainees as well as the trainers. Certainly hot water in all rooms would be a welcome addition, as would laundry service for bedding and towels as well as clothing.

The trainees rated the rooms as excellent/very good (three respondents) or satisfied/good (14 respondents) Two complained that they did not have an air-conditioner.

#### **3.3.2. Meals**

Twelve respondents of the survey rated the meals as satisfactory to good, four rated the meals as monotonous, and three rated the meals as poor.

The trainers ate separately from the trainees and received the same meal for lunch and dinner the entire period they were in Kaptai. The trainers were charged a fixed amount per day for their meals. While the food was adequate, both trainers and trainees were unprepared for the high (by local standards) charge for the daily meals.

A significant improvement can be obtained by increasing the quality and variation of the meals, particularly since dinner is the main diversion of the day.

#### **3.3.3. Communications**

Twelve respondents rated the communication facilities as unsatisfactory and poor. This was a major concern for the trainees who needed to stay in contact with their offices as well as for the trainers who need to remain in contact with their offices and families.

#### **3.3.4. Recreation**

Seven respondents to the survey reported they had no recreation facilities available to them. Nine were satisfied with the recreation facilities. None were available to the trainers. There was a television in each of the dining halls.

Consideration should be given to providing some indoor recreation facilities since exercising outside is prohibitive due to the heat. Additionally, arranging for a facility where the trainers and trainees can interact in the evenings, outside of the classroom setting, would enhance the overall training experience.

#### 3.3.5. Classroom

The classroom did not receive overwhelming approval. Ten respondents rated the classroom satisfactory/good. The remaining respondents rated the classroom fairly good (6) or unsatisfactory (3).

The classroom that was provided was very large for the small class size. The seating for the trainees was accommodated by arranged two tables running the length of the classroom with a connecting section in the very back of the room. The trainees at the cross section were some 50 feet from the lecture platform. If the tables had been arranged in three rows across the room, in the front, they would have accommodated the entire class (seven trainees each) and those in the back row would have been only 10 to 15 feet from the instructor rather than 50 feet. One of the trainees in the survey stated that the classroom should have been arranged “as in schools, colleges and universities.” A second option would be to provide the trainers with lapel microphones that would both amplify their voices and provide freedom of movement so that they can move while speaking.

#### 3.3.6. Writing Space

The trainees were satisfied with the writing space provided in the classroom.

#### 3.3.7. Loud Speaker System

Most trainees were satisfied with the operation of the loud speaker system. At times it was necessary to use the system for the lectures.

#### 3.3.8. Projector System

A majority of the trainees (14) were satisfied with the operation of the projector system. It probably would be more effective if the classroom were arranged as recommended above.

#### 3.3.9. White and Black Board

These materials were also quite satisfactory.

#### 3.3.10 Other Lecture Facilities Recommended

A major number of trainees (13) recommended the use of an audio video projection system. These systems can be very effective, but can become quite expensive. The BPDB may want to consider these systems for the future.

#### 3.3.11. Other General Recommendations

In the evaluation, the trainees were given the opportunity to provide any comments or recommendations that they felt should be considered for the next course. The following summarizes the main suggestions:

- (1) Provide a course coordinator to handle all administrative matters;



- (2) Provide biographical data on the trainers;
- (3) Change seating arrangements to that used in schools, colleges and universities;
- (4) Provide all course material bound and in advance; and
- (5) Consider changing times for lectures – 8 a.m. to 2 p.m. was suggested.

The trainers believe that interaction with the attendees is important. However interaction was often difficult. The trainers were segregated during meals either at a separate table or at the opposite end of a long table in the dining hall. Further, the trainers were housed in a separate area from the majority of the trainees. Finally, there was no common area where the trainers and trainees could interact outside of the classroom.

## **4. Recommendations for the Next Training Course**

### **4.1. Course Logistics**

It was recommended that the length of the course be reduced to 13 days (12 working days with a one-day weekend in between), without any reduction in course content.

The dates of the next course were fixed as August 5 – August 17, 2000. The trainers are to arrive in Dhaka by August 4 and to depart on August 18.

As requested by the Chairman of the BPDB, the trainers must meet with him before proceeding to Kaptai. An additional day in Dhaka will be required to fulfill this request.

### **4.2. Training Materials**

The trainers agreed to provide more handouts on each topic, and that copying and binding of the materials will be completed ahead of the actual training to be provided to trainees on the first day of the course.

### **4.3. Training Facilities**

Suggestions to shift the venue to Gazipur near Dhaka, although acceptable to the BPDB, were not agreeable to USAID.

It was agreed that accommodations at Kaptai would be improved. Trainers are to be housed in the VIP Rest House, where the bathrooms will be upgraded and hot water arranged. A separate cook is to be provided to the trainers. Access to laundry service is to be improved. An international (ISD) mobile phone will be provided.

#### **4.4 Other Actions**

The BPDB requested that a daily stipend or incentive be provided to the trainees, equivalent to around \$5.00/trainee. USAID and AED are discussing this request.

#### **5. Potential Trainers**

One key component of the overall training activity is to identify course participants who can be trained to teach courses at the conclusion of this project. The trainers assessed the participants in this course. Mr. Beg summarized the trainers' comments in a brief report to USAID in Dhaka on May 5. This report is included in Appendix D. Mr. Md. Shofiuqur Rahman, Mr. Shahdidur Rahman Khan, Mr. Matiar Rahman, Mr. Kazi Matiur Rahman and Mr. Enayetur Rahman expressed interest in becoming trainers, although they are worried about time constraints on their jobs. Since training is still perceived as a dead-end within the organization, none of the participants would like to work on training full-time, although they are interested in teaching section of the course.

## Appendix A

### USAID/AED Training Course for the BPDB Participant List (April 17 – May 3, 2000)

<b>Last Name</b>	<b>First Name</b>	<b>Designation &amp; Name of the Office</b>
Rahman	Mr. Md. Shafiqur	Managing Director, 300 MW Meghnaghat Power Station Construction Project, PDB Kawran Bazar, PDB, Dhaka
Barua	Mr. M.B.	Chief Engineer, Distribution, Southern Zone, PDB, Rangpur
Mollah	Mr. Md. Abdus Salam	Addl. Chief Engineer, Distribution Zone, PDB, Rangpur
Ahmed	Mr. Abu	Chief Engineer (in charge) Transmission (East), PDB , Chittagong
Hashem	Mr. Md. Abul	Chief Engineer (In charge) Distribution Zone, PDB Barisal
Khan	Mr. Mosarraf Hossain	Chief Engineer (In charge) Ashuganj Power Station, PDB, Ashuganj
Haque	Mr. Mazharul	Chief Engineer (In charge) Distribution Zone, PDB, Comilla
Badiuzzaman	Mr.	Chief Engineer (In charge) Distribution Zone, PDB Mymensingh
Rahman	Mr. Matiur	Superintending Engineer, System Loss Monitoring Unit, BPDB Dhaka
Khan	Mr. Md. Shahidur Rahman	Project Director, Kamafuli Hydro Power Station Extension Project, PDB Kaptai
Hossain	Mr. A.F.M. Mozzamel	Superintending Engineer, Attached to Member (P&D) PDB Dhaka
Rashid	Mr. Harunoor	Superintending Engineer, Operation & Maintenance Circle, Chittagong Metro (West) , PDB, Chittagong
Shamsuddin	Mr. A.K.M.	Superintending Engineer Operation & Maintenance Circle, PDB, Bogra
Begum	Ms. Nurunnahar	Deputy Director (In charge) Dte. Of Program, PDB, Dhaka
Zaman	Ms. Pallabi	Sub-Divisional Engineer, Programme, PDB, Dhaka
Rahman	Ms. Dina	Assistant Engineer, Training & Career Development, PDB, Dhaka
Mohshin-Ul-Alam	Mr. D.M.	Project Director, PPRP, PDB, Dhaka
Jalil	Mr. Md. Abdul	Superintending Engineer, CERS, PDB, Tongi
Bhuiyan	Mr. Rafiqul Islam	Superintending Engineer, Electrical Construction Circle, 210 MW Sidhirganj Power Station Construction Project, PDB, Sidhirganj
Rahman	Mr. Enayetur	Superintending Engineer, IPP, PDB, Dhaka
Matiur	Mr. Kazi	Project Director, Haripur Power Station Extension Project, Hairpur, Narayanganj

## **Appendix B**

### **USAID/AED Training Course for the BPDB Subjects Covered by Trainers (April 17 – May 3, 2000)**

#### **Subjects covered by Daud Beg**

(1) Privatization and Structural Reform in Developing Countries	3 Sessions
(2) Changing Role of the Government in Privatization of Power System Infrastructure/Utilities	1 Session
(3) Electric Sector Planning: Comparative Experience	2 Sessions
(4) Electricity Pricing and Tariffs	2 Sessions
(5) IPP Policy of Government of Bangladesh	2 Sessions
(6) Current Practices in Transmission and Transmission Policy	2 Sessions
(7) System Losses	2 Sessions
Total	14 Sessions

#### **Subjects Covered by Jim Guy**

(1) Power Sector Restructuring and Reform	2 Sessions
(2) System Planning	2 Sessions
(3) Privatization Experience: India	2 Sessions
(4) Electricity Regulation	1 Session
(5) Finance and Accounting	3 Sessions
Total	10 Sessions

#### **Subjects Covered by Dow Seegmiller**

(1) Introduction to HRD	1 Session
(2) Managing Organizational Change with HRD	1 Session
(3) Program Planning and Design	1 Session
(4) Personnel and Group Interface	1 Session
(5) Building a Learning HRD Culture	1 Session
(6) HRD Role in Meeting Needs	1 Session
(7) Training and Development – Introduction	1 Session
(8) Training Workshop Activities	1 Session
(9) Training Planning and Design	1 Session
(10) Training Oversight	1 Session
(11) Training Programs	1 Session
(12) Making Training Programs Effective	1 Session
(13) Always providing “Up to Date” Training	1 Session
(14) Training Conclusions	1 Session
(15) Review and Problem Solving	4 Sessions
Total	18 Sessions

### **Subjects Covered by Glenn Stagg**

(1) Introduction to Corporate Organizations	1 Session
(2) Private Utility Organization	1 Session
(3) Development and Structure of the US Private Utility Industry	2 Sessions
(4) Organizational Development – Leadership	2 Sessions
(5) Organizational Development – Formation	1 Session
(6) Organizational Development – Factors Effecting Organizational Design	1 Session
(7) Quality Control – Development of a World Class Competitor	2 Sessions
Total	10 Sessions
<b>Grand Total</b>	<b>52 Sessions</b>

## Appendix C

### USAID/AED Training Course for the BPDB Participant Course Evaluation (April 17 – May 3, 2000)

A survey was conducted at the completion of the Senior Officers Training Course conducted in Kaptai April 17 through May 3, 2000. The purpose of the survey was to obtain information regarding applicability of the subject matter presented as well as to appraise the class procedures and adequacy of the training faculties. Nineteen participants out of the class of twenty-one were available to complete the survey. The following information summarizes the results of the survey.

#### Duration

Please give us your opinion on the length of the course:

Should be lengthened	3
Should remain the same	6
Should be shortened	10

What do you feel should be the optimum length of the course:

4-5 weeks	1
4 weeks	1
30 working days	1
3 weeks	1
15 working days	3
14 working days	1
12 working days	1
10 working days	5
No opinion	5

### Course Subjects

Please rate the subject matter presented in accordance to its importance to you and your job.

SUBJECT	VERY IMPORTANT	IMPORTANT	NOT IMPORTANT
Privatization, Restructuring Structural Reform and Role of Government	6	10	3
Power System Planning and Comparative Experience	8	9	2
Finance and Accounting	1	16	2
Electricity Pricing and Tariffs	9	8	2
Power System Regulation	10	9	0
IPP Policy of Bangladesh	7	8	4
System Losses and Transmission Practices and Policies	12	5	2
HRD and Resistance to Organizational Change	14	5	0
HRD Components-Recruitment-Job Descriptions-Action Planning	11	8	0
Training and Development- Performance Appraisal	10	9	0
Training Programs-Planning Training Flow Chart	9	10	0
Corporate Organization Design and Development	3	15	1
Leadership	16	3	0
Quality Control	9	10	0

Leadership was considered to be the most important subject of the course followed by the HRD; System Losses and Transmission Practices and Policies. Quality Control, Power System Regulation and Electricity Pricing and Tariffs very also considered important subjects.

Please indicate whether the presentations of the following subjects should be expanded, were sufficient as presented, should be reduced or dropped from the course.

SUBJECT	EXPAND	SUFFICIENT	REDUCE	DROP
Privatization, Restructuring, Structural Reform and Role of Government	1	16	2	0
Power System Planning and Comparative Experiences	3	14	1	1
Finance and Accounting	2	12	4	1
Electricity Pricing and Tariffs	9	8	2	0
Power System Regulation	7	10	2	0
IPP Policy of Bangladesh	5	10	4	0
System Losses and Transmission Practices and Policies	8	8	1	0
HRD and Resistance to Organizational Change	7	12	0	0
HRD Components-Recruitment-Job Descriptions-Action Planning	5	14	0	0
Training and Development-Performance Appraisal	6	13	0	0
Training Programs Planning-Training Flow Chart	7	10	2	0
Corporate Organizational Design and Development	1	16	2	0
Leadership	14	5	0	0
Quality Control	8	10	1	0

Leadership was the one subject that the trainees thought should be expanded. This is in keeping with the previous table that rated the subject of Leadership as the most important subject of the course.



Please list additional subjects you feel should be added to the course in order of importance/priority.

Major Courses Sited:

- System Protection, Metering and System Monitoring was specified 8 times as a new course that should be added to the training program.
- Load Management was specified 6 times.
- Project Management including CPM was specified 6 times.

Other Courses Sited:

- System Planning
- Tariff Calculations and Improvement of Rate of Return
- Restructuring and Privatization
- Generation Planning
- Basic Economic Theory
- Labor Laws
- Environmental Impact

## Training Facilities

Please comment on the location and facilities provided for the course:

Location of Course:	
Very Good	2
Satisfactory	17
Rooms:	
Excellent/Very Good	3
Satisfactory/Good	14
No Air Conditioner	2
Meals:	
Satisfactory/Good	12
Monotonous	4
Poor	3
Communications:	
Satisfactory/Good	7
Unsatisfactory	10
Very Poor	2
Recreation:	
Satisfactory/Good	9
Unsatisfactory	3
No Facilities	7
Classroom:	
Satisfactory/Good	10
Fairly Good	6
Unsatisfactory	3
Student Writing Space:	
Satisfactory/Good	12
Fairly Good	7
Unsatisfactory	0

### Lecture Facilities

Loud Speaker System:	
Satisfactory/Good	14
Fairly Good	4
Unsatisfactory	1

Projector System:	
Satisfactory/Good	14
Fairly Good	5
Unsatisfactory	0

White/Black Boards:	
Satisfactory/Good	15
Fairly Good	2
Unsatisfactory	2

Facilities Recommended	
- Audio Video Projectors	13
- Field Trips	1
Better Classrooms	
So Trainers Are	
More Audible	1
- No Specific	
Suggestion	4

### Training Materials

Satisfactory/Good	6
Unsatisfactory	9
Poor	4

Other Training	
Materials Recommended:	
- No Specific	
Suggestion	9
- Lecture Notes	
Expanded and	
Bound	8
- Provide Related	
Magazine Articles	1
- Provide Video	
Displays	1

### Comments and Recommendations

Please provide any comments and recommendations that you feel should be considered for the next course.

#### Main Suggestions:

- The course material should be provided in a package in advance. This was mentioned 4 times.
- It was proposed that a course coordinator be provided. This was mentioned 3 times. (No suggestions were made as to the duties of the coordinator. A coordinator, however, would be useful to make sure all of the administrative and logistic matters are taken care of.)
- Three suggestions were made to change the time of the lectures. Two suggestions were made to change the lecture times to 8 am to 2 pm. The third suggestion was to change the lecture times to 8 am to 5:30 pm.

#### Other Suggestions (mentioned once):

- Provide biographical data on trainers
- Change seating arrangement to that used in regular schools, colleges and universities
- Trainers should be knowledgeable about BPDB
- Change location of course to Dhaka
- Use documentary films
- Use field visits
- Obtain more qualified trainers
- Provide clearer presentations